

Introduction

The National Strike Force Coordination Center (NSFCC) is committed to providing its customers with the very best services possible. In order to accomplish this, the NSFCC provides the Exercise Coordinator and Exercise Development Team. This team is comprised of NSFCC personnel who will assist by:

- Conducting a Marketing Meeting to identify committed industry players, if needed.
- Establishing a Joint Design Team (JDT), which consists of federal, state, local government, and industry representatives.
- Facilitating all meetings of the JDT.
- Coordinating technical support from the National Oceanic and Atmospheric Administration (scenarios, resources at risk, trajectories), National Pollution Funds Center (funding issues), U.S. Navy Supervisor of Salvage (marine salvage), Marine Safety Center (vessel stability and calculations), and Maintenance & Logistics Command (contracting).
- Providing a comprehensive exercise design process and a JDT manual for each member to aid the design process.
- Providing administrative support for every JDT meeting and assembling input from the JDT into an executable exercise plan.
- Establishing a Joint Evaluation team and assisting in the development of an evaluation methodology and report.
- Assembling an exercise control and evaluation staff to execute the exercise.
- Providing training for all exercise participants (including players, evaluators, and controllers).
- Providing exercise communications (VHF Radios and cellular telephones) for controllers and evaluators.

The list of services above is not all inclusive. The NSFCC Exercise Development Team is always available to the Exercise Director or their representative to ensure the smooth execution of an exercise that's beneficial to all.

Our goal is to provide our customers with a high quality exercise, executed with a positive attitude, that allows the participants to examine their plans in a non-threatening environment.

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Key Personnel

Exercise Sponsor: Commandant (G-MOR)

- provides funding to District, NSFCC, etc.
- sets overall exercise program goals and objectives
- determines location for exercise
- identifies plan(s) to be exercised

Exercise Director: District (m)

- oversees exercise design, execution, and evaluation
- assigns District representatives to Joint Design Team (JDT) Joint Evaluation Team (JET), control and support teams
- oversees members of JDT
- resolves conflict on JDT
- identifies CG specific objectives, goals, and issues
- provides funds for logistical considerations

Evaluation Director: District (m)

- designated by the Exercise Director
- identifies components of plan to be evaluated
- determines evaluation methodology
- member of JDT
- coordinates evaluators during exercise
- completes final Exercise Evaluation Report

Exercise Coordinator: NSFCC

- meets with primary players to determine exercise goals, objectives, and issues
- facilitates all JDT meetings
- coordinates all participation of all players
- coordinates logistics and provides administrative support
- conducts exercise and player debriefs
- coordinates and guides evaluation process

For more information on Key Personnel and their responsibilities, see Figure (1) located on Page 22.

Exercise Planning Process

Preparing for an exercise is quite an undertaking and requires a tremendous amount of forethought. Since its inception in 1991, the National Strike Force Coordination Center (NSFCC) has designed and tested a successful exercise development process. This overview of the planning process outlines requirements necessary to manage a coordinated exercise development and execution. The process follows a 24-week cycle depending upon the needs of the organizations being exercised.

The NSFCC must adhere to and follow the planning cycle because at least three other Government-led exercises are undergoing development at any given time. Adequate time is needed for the Joint Design Team to plan effectively and provide the required data to the NSFCC. In addition, adequate time is needed to produce the exercise manuals and arrange logistics for personnel and equipment.

The cycle is broken into six phases: the Initial Contact Phase, Coordination & Initial Production Phase, Interim Production Phase, Final Production Phase, Exercise Execution Phase, and Report Development Phase. Most of the phases require an “on-site” planning meeting which will range in length from four to five days. The length of each meeting is directly proportional to the amount of material that must be covered and the preparedness of the JDT members in attendance. The following pages detail the six phases of the Exercise Planning Cycle:

Initial Contact Phase (Week 1)

During this phase, NSFCC personnel will make initial contact with the lead plan holder and potential players. The NSFCC will also request a copy of the Area Contingency Plan from the lead plan holder.

Marketing Meeting (23 weeks prior to exercise)

If a Responsible Party (RP) cannot be identified by the lead plan holder, the NSFCC will conduct a one day Marketing Meeting provided funding is available from the district in which the exercise will be held. The meeting can be accomplished in two hours. Desired audience: potential industry players, Federal On-Scene Coordinator, State On-Scene Coordinator, Exercise Coordinator, and District representative to the Joint Design Team. This meeting, facilitated by the NSFCC Exercise Coordinator, has proven to be an excellent method of informing potential RP's about PREP, its potential benefits, and the upcoming exercise. It provides an opportunity to explain the level of commitment necessary to participate in the design and execution of a PREP exercise and outlines the kinds of resources they will have to provide should they choose to participate.

Coordination & Initial Production Phase (Week 9)

Coordinator's Consult & Initial Production Meeting (14 weeks prior to exercise)

The Coordinator's Consult is held in one four hour meeting. The desired audience is: Exercise Director or Senior representative from the Exercise Director's staff, the Federal On Scene Coordinator (FOSC), State On Scene Coordinator (SOSC), senior representatives from local response agencies, senior representative/Qualified Individual (QI) from each Responsible Party (RP), and each organization's JDT representative. The Exercise Team Leader will present an overview of the PREP Process. The Exercise Coordinator will facilitate the group in a discussion on:

1. Workable scenarios.
2. The desired scope and length of the exercise.
3. The specific areas of their Area Contingency Plan, Vessel Response Plan, Facility Response Plan, etc., they wish to evaluate targeting specific objectives.
4. The depth of organizational play (local, regional, national).

The second meeting is held following the Coordinator's Consult with the JDT members only and lasts approximately two days. The Exercise Team Leader will facilitate discussions on exercise schedule, the JDT Manual, primary and secondary players, scenario, objectives and issues for exercise evaluation, length and scope of the exercise, play and control spaces, control staff positions, and Essential Community Players (ECPs) are identified. ECPs are members of the community that have a vested interest in the response such as members of environmental groups, tourist bureaus, local business owners, etc. The NSFCC staff conducts an area familiarization, visits potential control spaces, and makes logistical arrangements for exercise week. Additionally, meeting spaces are arranged for the Final Production Meeting.

Interim Production Phase (Week 10)

This phase is used primarily by the NSFCC to prepare a draft of the exercise plan. During this period, the NSFCC works closely with members of the JDT to identify and gather any additional information required to complete the exercise manuals.

A review of the scenario is conducted. This ensures the scenario is realistic and drives the issues and objectives identified by the participants. Oil spill trajectories and information pertaining to the vessels/facilities is carefully reviewed.

Final Production Phase (Week 19)

The Final Production Phase begins with the Final Production Meeting and ends with the production of the exercise manuals, to include: Player's Manual, General Information Manual, Role Player's Manual, Observer's Manual, Communication's Manual, Controller/Evaluator Manuals, Exercise Truth Manual, and Wildlife Reference Manual. Upon completion of these manuals and the exercise script, the NSFCC's equipment is packed and shipped to the exercise site.

Final Production Meeting (4 weeks prior to exercise)

The JDT members meet for three days. At this meeting the scenario, length and scope, playing spaces, and exercise manual should be completed. Personnel for exercise control and evaluation should be identified, a master timeline of events for the exercise established, and all exercise support requirements finalized. Evaluation questions for exercise evaluators will also be produced. The identification of a Joint Evaluation Team (JET) and logistical arrangements for the Report Development Meeting should be addressed at this time. Oil Spill Removal Organizations (OSROs) involved in the exercise will be invited to attend the JDT meeting one afternoon to discuss their level of participating in the exercise, including equipment to be deployed and number of personnel participating. The information from the OSROs will help determine the most effective method for tracking resources in the Control Space during the exercise. Sometime during the week, a meeting will be held with ECPs and simulated media players. This meeting will determine their level of participating and identify their issues for inclusion in the exercise script.

Exercise Execution Phase (Week 23)

Exercise Week

This phase is referred to as exercise week. NSFCC personnel arrive at the playing space early in the week and begin setting up exercise control. This includes a communications system (antennas, repeaters on site, phones, etc.) and the actual control space itself. They also provide training and briefings to all participants and finalize any last minute logistical arrangements. The exercise is then conducted, immediately followed by debriefs for the players, controllers, and evaluators. The NSFCC facilitates these debriefs and aids in the capturing of valuable evaluation data, feedback, and lessons learned.

Report Development Phase (Week 24)

The NSFCC's Evaluation Assistant collates all the exercise evaluation data, including the raw evaluation data gathered by the controllers and evaluators during the exercise, the data generated at the debriefs, and any feedback received in the form of surveys and critiques. All the information is then compiled into a usable format for the JET to reference during the Report Development Meeting.

Report Development Meeting (next week following exercise)

The JET meets for three to five days to develop an Exercise Evaluation Report based on the evaluation data collected. The NSFCC provides the Evaluation Assistant for this meeting. He/she assists the Evaluation Director who facilitates and leads the team during the report writing. Once written and approved by the Exercise Director, the report is distributed to all participants within thirty days. Improvements to Area Contingency Plans, Vessel Response Plans, and Facility Response Plans, should follow as a result of lessons learned through the evaluation process.

For more information on the Exercise Planning Cycle see Figure (1) located on Page 22. For information on the Evaluation Process see Figure (4) located on Page 25.

Exercise Development Principles

The Preparedness Division of the NSFCC has developed the following principles for exercise development:

1. ZERO START — The exercise should begin with the occurrence of the incident. Typically, an incoming report of the discharge from the scene to the Responsible Party and the Coast Guard will kick things off. Notification procedures outlined in the Area Contingency Plan (ACP) and the Responsible Party's Response Plan should then be carried out accordingly.

2. NO TIME COMPRESSION — Exercise play should be in "real time". All resources (personnel and equipment) should move to assemble as if an actual incident had occurred. This principle will be a major factor in determining the length of the exercise and should be carefully considered by the design team. An exception to this principle exists in regard to secondary players outside the geographic area such as the National Pollution Funds Center or an Industry Spill Management Team. The length of many exercises would preclude play by these outlying secondary players, so the design team may consider instituting a standard time compression for these players. For example, an exercise beginning at 0600 in Honolulu, HI, may allow outlying secondary players coming from the mainland to commence play at 1200 to maximize the length of time they will be involved in exercise play. If this design tool is used, all design team members should agree upon the conditions and it should be noted in the evaluation report.

3. PLAY IN YOUR OWN SPACES — Whenever possible, exercise play and the formation of a Unified Command should be conducted in the spaces pre-identified by the ACP and Tank Vessel/Facility Response Plans. In some cases, however, the Joint Design Team may find it necessary to identify and utilize an alternate space. There are several reasons why this may occur, some tied directly to exercise requirements and others to the shortcomings of the pre-identified space itself. The planholders should determine why an alternate space is needed and make adjustments to their plans as necessary.

4. ACCURATE AND REAL SCENARIOS — The design team should use only real vessels or facilities for creating the incident that drives the exercise. Historical records should be examined for accuracy of the product and quantity discharged. Each response plan contains "scenarios" that detail expected discharges. These should be considered. Realistic damage conditions must be maintained. The use of fire/explosion may be considered for inclusion in the scenario as long as the design team acknowledges the effect this will have on the spill response.

5. EXERCISE TRUTH— Exercise Truth in the form of trajectories and overflight information and the site picture (visible oil) is absolutely essential in designing the exercise to meet the stated objectives. NOAA develops the Exercise Truth. While industry players may employ commercial models, the design Scientific Support Coordinator will provide Truth for the exercise that will be used to provide the players with on-site assessment information.

6. LENGTH AND SCOPE OF THE EXERCISE — These elements of the exercise should be carefully matched to the anticipated scenario. For example, a small discharge would not warrant or support a long, multiday exercise.

7. WEATHER AND TIDAL CONDITIONS — While an argument may be made for using real weather, this element is so crucial to meeting the objectives of the exercise and real weather is so unpredictable that a "canned" condition must be imposed. Tide and current conditions, however, should be realistic for the date and time of the incident.

8. JOINT PARTICIPATION IN DESIGN — It is critical that the core design team contain representatives from each of the primary players (Federal, State, and Industry). Secondary players such as contractors and supporting agencies should be included as necessary for their appropriate input. They may bring a different perspective to the exercise objectives and issues. Local government agencies should be considered for inclusion in the design team as appropriate.

9. EVALUATION LEADERSHIP— The Exercise Director should designate the Evaluation Director. The NSFCC will provide every available assistance to facilitate the development of the evaluation within the bounds of its resources.

10. JOINT PARTICIPATION FOR EVALUATION — All members of the Joint Design Team should nominate representatives to the Joint Evaluation Team. The representatives should observe the exercise since they will ultimately develop the final evaluation report. Joint Design Team members may serve as Joint Evaluation Team members.

11. SEPARATE CONTROLLERS AND EVALUATORS — The quality of the evaluation relies upon the Evaluation Team being focused on the exercise objectives. Because of this, control and evaluation should be separate and distinct elements of the exercise. In other words, an evaluator should not try to serve a dual role as a controller. The evaluator should be dedicated to the evaluation process. This may increase the size of the exercise staff organizations are required to provide, however, additional staff members are usually available from other Areas scheduled to have an exercise in the near future.

12. EQUIPMENT DEPLOYMENT — Government Led Area Exercises focus on the assembly of a Spill Management Team, the development of an integrated Response Management System, and the formation of a Unified Command. Equipment deployment is mandated in the PREP guidelines. Deployment can take several forms.

- It can be deployed in real time and tied to the scenario.
- It can be simulated within the minimums dictated in the PREP guidelines
- It can be deployed to test specific protection strategies that may be unrelated to the scenario.
- It can be deployed to test or demonstrate specific equipment systems.

The Joint Design Team must agree on equipment deployment early on in the development. An essential part of the design is to establish costs and eliminate surprises during the execution of the exercise.

13. EXERCISE OBJECTIVES — The PREP guidelines identify 15 plan components to be exercised. These core components have been developed into 16 standard exercise objectives and sub-objectives. An exercise should challenge as many of the 16 exercise objectives as possible. The Joint Design Team, after consultation with the primary players and approval of the Exercise Director, will select the appropriate objectives to be evaluated.

PREP Exercise Objectives

Organizational Design Objectives — All OPA 90 planning initiatives have tended towards developing an Incident Command System for oil spill response. No single system has emerged as a clear standard. This does not preclude standardizing the “response functions” of such an organization. These objectives deal with the design of the response organization. They are basic building blocks of an Incident Command System.

Operational Response Objectives — These objectives are based on the basic operational functions required during an oil spill response. Regardless of the assignment of these functions to specific elements within the response organization or Incident Command System (ICS), they should all be present.

Response Support Objectives — Any emergency response will require support. These support functions will be common to all responses regardless of the operation being supported. The efficiency and sustainability of the operation will be supported by these functions.

ORGANIZATION DESIGN OBJECTIVES

Objective 1 — NOTIFICATIONS

Test the notification procedures identified in the Area Contingency Plan and the associated responsible party response plans.

Objective 2 — STAFF MOBILIZATION

Demonstrate the ability to assemble the spill response organization identified in the Area Contingency Plan and associated responsible party response plans.

Objective 3 — UNIFIED COMMAND

Demonstrate the ability of the spill response organization to form a Unified Command.

Sub-objective 3.1 — FEDERAL REPRESENTATION

Demonstrate the ability to consolidate the concerns and interests of the members of the Unified Command into a unified strategic plan with tactical operations.

Sub-objective 3.2 — STATE REPRESENTATION

Demonstrate the ability to function within the Unified Command structure.

Sub-objective 3.3 — LOCAL REPRESENTATION

Demonstrate the ability to function within the Unified Command structure.

Sub-objective 3.4 — RESPONSIBLE PARTY REPRESENTATION

Demonstrate the ability to implement their response plans and insure the tactical objectives of that plan are consistent with the strategic objectives of the Area Contingency Plan.

Objective 4 — RESPONSE MANAGEMENT SYSTEM

Demonstrate the ability of the spill response organization to operate within the framework of the Response Management System identified in their respective plans.

Sub-objective 4.1 — OPERATIONS

Demonstrate the ability to coordinate or direct operations related to the implementation of action plans contained in the respective contingency plans or developed by the Unified Command.

Sub-objective 4.2 — PLANNING

Demonstrate the ability to consolidate the various concerns of the members of the Unified Command into joint planning recommendations and specific long range strategic plans. Demonstrate the ability to develop short range tactical plans for the Operations section.

Sub-objective 4.3 — LOGISTICS

Demonstrate the ability to provide the necessary support for both the short term and long term action plans.

Sub-objective 4.4 — FINANCE

Demonstrate the ability to document the daily expenditures of the response organization and provide cost estimates for continuing operations.

Sub-objective 4.5 — PUBLIC AFFAIRS

Demonstrate the ability to form a Joint Information Center and provide the necessary interface between the Unified Command and the media/concerned citizens.

Sub-objective 4.6 — SAFETY AFFAIRS

Demonstrate the ability to monitor all field operations and insure compliance with safety standards.

Sub-objective 4.7 — LEGAL AFFAIRS

Demonstrate the ability to provide the Unified Command with suitable legal advice and assistance.

OPERATIONAL RESPONSE OBJECTIVES**Objective 5 — DISCHARGE CONTROL**

Demonstrate the ability of the spill response organization to control and stop the discharge at the source.

Objective 6 — ASSESSMENT

Demonstrate the ability of the spill response organization to provide an initial assessment of the discharge and provide continuing assessments of the effectiveness of the tactical operations.

Objective 7 — CONTAINMENT

Demonstrate the ability of the spill response organization to contain the discharge at the source or in various locations for recovery operations.

Objective 8 — RECOVERY

Demonstrate the ability of the spill response organization to recover the discharged product.

Sub-objective 8.1 — SHALLOW WATER RECOVERY

Demonstrate the ability to assemble and deploy the on water recovery resources identified in the response plans.

Sub-objective 8.2 — SHORE BASED RECOVERY

Demonstrate the ability to assemble and deploy the shore side clean up resources identified in the response plans.

Objective 9 — PROTECTION

Demonstrate the ability of the spill response organization to protect the environmentally and economically sensitive areas identified in the Area Contingency Plan and the respective Industry Response Plans.

Sub-objective 9.1 — PROTECTIVE BOOMING

Demonstrate the ability to assemble and deploy sufficient resources to implement the protection strategies contained in the Area Contingency Plan and the respective Industry Response Plans.

Sub-objective 9.2 — DISPERSANT USE

Demonstrate the ability to quickly evaluate the applicability of dispersant use for this incident and implement a pre-approved plan from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.3 — IN SITU BURNING

Demonstrate the ability to quickly evaluate the applicability of In Situ Burning for this incident and implement a pre-approved plan from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.4 — WATER INTAKE PROTECTION

Demonstrate the ability to quickly identify water intakes and implement the proper protection procedures from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.5 — WILDLIFE RECOVERY AND REHABILITATION

Demonstrate the ability to quickly identify these resources at risk and implement the proper protection procedures from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.6 — POPULATION PROTECTION

Demonstrate the ability to quickly identify health hazards associated with the discharged product, the population at risk from these hazards and implement the proper protection procedures from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.7 — ALTERNATE RESPONSE TECHNOLOGIES

Demonstrate the ability to quickly evaluate the applicability of using Alternate Response Technologies for this incident and implement use of from the Area Contingency Plan or develop a plan for use.

Objective 10 — DISPOSAL

Demonstrate the ability of the spill response organization to dispose of the recovered product.

RESPONSE SUPPORT OBJECTIVES**Objective 11 — COMMUNICATIONS**

Demonstrate the ability to establish an effective communications system for the response organization.

Sub-objective 11.1 — INTERNAL COMMUNICATIONS

Demonstrate the ability to establish an intra-organization communications system. This encompasses communications both within the administrative elements and the field units.

Sub-objective 11.2 — EXTERNAL COMMUNICATIONS

Demonstrate the ability to establish communications with external advisory and support elements.

Objective 12 — TRANSPORTATION

Demonstrate the ability to provide effective multi-mode transportation for prosecution of the discharge and support functions.

Sub-objective 12.1 — LAND TRANSPORTATION

Demonstrate the ability to provide effective land transportation for all elements of the response.

Sub-objective 12.2 — WATERBORNE TRANSPORTATION

Demonstrate the ability to provide effective waterborne transportation for all elements of the response.

Sub-objective 12.3 — AIRBORNE TRANSPORTATION

Demonstrate the ability to provide effective airborne transportation for all elements of the response.

Objective 13 — PERSONNEL SUPPORT

Demonstrate the ability to provide the necessary support of all personnel associated with the response.

Sub-objective 13.1 — MANAGEMENT

Demonstrate the ability to provide administrative management of all personnel involved in the response. This includes the ability to move personnel into or out of the response organization with established procedures.

Sub-objective 13.2 — BERTHING

Demonstrate the ability to provide overnight accommodations on a continuing basis for a sustained response.

Sub-objective 13.3 — MESSING

Demonstrate the ability to provide suitable feeding arrangements for personnel involved in the response.

Sub-objective 13.4 — OPERATIONAL/ADMINISTRATIVE SPACES

Demonstrate the ability to provide suitable operational or administrative spaces for personnel involved with the management of the response.

Sub-objective 13.5 — EMERGENCY PROCEDURES

Demonstrate the ability to provide emergency services for personnel involved in the response. This includes medical and personal emergencies.

Objective 14 — EQUIPMENT MAINTENANCE and SUPPORT

Demonstrate the ability to maintain and support all equipment associated with the response.

Sub-objective 14.1 — RESPONSE EQUIPMENT

Demonstrate the ability to provide effective maintenance and support for all response equipment.

Sub-objective 14.2 — SUPPORT EQUIPMENT

Demonstrate the ability to provide effective maintenance and support for all equipment that supports the response. This includes, communications equipment, transportation equipment, administrative equipment, etc.

Objective 15 — PROCUREMENT

Demonstrate the ability to establish an effective procurement system.

Sub-objective 15.1 — PERSONNEL

Demonstrate the ability to mobilize sufficient personnel to mount and sustain an organized response. This includes ensuring that all personnel have qualifications and training required for their position within the response organization.

Sub-objective 15.2 — RESPONSE EQUIPMENT

Demonstrate the ability to procure sufficient response equipment to mount and sustain an organized response.

Sub-objective 15.3 — SUPPORT EQUIPMENT

Demonstrate the ability to procure sufficient support equipment to support and sustain an organized response.

Objective 16 — DOCUMENTATION

Demonstrate the ability of the spill response organization to document all operational and support aspects of the response and provide detailed records of decisions and actions taken.

The Joint Design Team

The Joint Design Team (JDT) is a vital part of the exercise process. It is responsible for the conception, design, and successful execution of the exercise. Optimally, the JDT should consist of representatives from each primary participating organization. These include, but are not limited to, the lead agency, Federal and State response agencies, lead local response agencies, and the responsible party(s). Each JDT member must have a working knowledge of the policies and procedures of their organization and the objectives it wishes to exercise. This will ensure that each organization's issues are addressed in the design process.

The following criteria should be followed in selecting JDT Members:

Each representative should have response experience and the authority to act on behalf of their agency in the JDT decision making process. Each member is expected to attend all required meetings during the design phase and be present during exercise execution.

MSO JDT Representative:	should have response experience and be familiar with the Area Contingency Plan.
District JDT Representative:	should have a good working knowledge of the district's response policies and be familiar with the applicable Area Contingency Plan. Will serve as the primary liaison to NSFCC staff on exercise issues including all funding and contracting.
Evaluation Director:	should be a senior representative with the district and possess a good working knowledge of the plans being evaluated. Will facilitate the Report Development Meeting.
Industry JDT Representative:	should have response experience and be familiar with the applicable Facility/Vessel Response Plan.
State JDT Representative:	should have response experience and be familiar with the related state plan.
Local JDT Representative:	should have response experience and be familiar with the applicable local response plans.

Occasionally during the exercise design process, it becomes necessary to include additional agencies who can provide the JDT assistance in their area of expertise. These agencies typically include, but are not limited to, the National Oceanic and Atmospheric Administration (NOAA), National Pollution Funds Center (NPFC), Maintenance and Logistics Command (MLC), U. S. Navy Supervisor of Salvage (SUPSALV), and Marine Safety Center (MSC). These agencies, although not primary members of the JDT, provide substantial support and can influence the design of the exercise by adding greater realism. If and when the JDT decides to enlist the help of any of these support agencies, the NSFCC will serve as liaison coordinating their participation at the appropriate design meeting(s). For instance, the JDT wants to confer with a representative from MLC regarding contracting issues. The NSFCC will invite MLC to attend the next JDT meeting and provide them all the necessary information they will need to participate. Agencies who choose to participate in the exercise design process at the request of the JDT, normally fund their own travel and per diem.

The Joint Evaluation Team

Early on in the design process, the Exercise Director must identify an Evaluation Director. Typically, a senior member of the Exercise Director's staff is selected to fill this position because he/she has a good working knowledge of the plans being evaluated. The Evaluation Director will work with the Joint Evaluation Team (JET) during the Report Development Meeting (RDM) to produce the exercise Evaluation Report. Members of the JDT are usually selected to serve as members of the JET since they have been directly involved with the exercise from its inception and are thus most familiar with the exercise objectives and plans being evaluated. However, a separate JET representative may be designated, if desired. Members of this team should be prepared to attend the RDM the week after the completion of the exercise.

The NSFCC coordinates and guides the exercise evaluation process for the JET. It supplies an Evaluation Assistant who will attend the RDM and provide assistance and administrative support to the Evaluation Director throughout the course of the meeting.

The Exercise Evaluation Report should include the following: A description of the scenario, the objectives chosen for evaluation, observations, lessons learned, and recommendations. Lessons learned are entered into a national electronic bulletin board, PREP Lessons Learned System (PLLS).

The Exercise Control Staff

The following is the Exercise Control Staff structure and the corresponding agency that should fill each position:

Exercise Director:	District Chief of Marine Safety
Exercise Coordinator:	NSFCC Preparedness Division Chief
Senior Controller:	NSFCC Development Team Leader
Assistant Sr. Controller:	(Optional) MSO/District Joint design Team Rep
Evaluation Director:	District (eg: D(mep), (re))
Evaluation Assistant:	NSFCC Team Member
Input Supervisor:	NSFCC Development Team Member
Citizen Input Controllers:	MSO Reservists or Auxiliaries
Role Player Controller:	NSFCC Development Team Member
Truth Supervisor:	NSFCC Development Team Member
Assistant Truth Supervisor:	(Optional) MSO/District Joint Design Team Rep
Environmental Controller:	Design NOAA SSC
Assistant Env Controller:	NSFCC Development Team Member
Resource Controller:	Industry JDT Rep
Assistant Res Controllers:	OSRO Reps
Vessel Master:	Industry Rep
Facility Controller:	Industry Rep
Support Coordinator:	NSFCC Development Team Member
Communications:	NSFCC Technician
Security:	2 Reservists or Auxiliaries
Transportation:	2 Reservists or Auxiliaries
Network:	NSFCC Technician
Optional:	Observer Coordinator - Senior Rep from District

Controllers and Evaluators will be assigned to Unified Command, Command Staff (Liaison), Operations, Planning, Logistics, Finance and Joint Information Center. At least one Controller and one Evaluator should staff each cell. Controllers and Evaluators can be response experienced personnel from the district, industry, and the MSO. Personnel can also be pulled from other districts and MSOs that will be exercised in the near future.

For information on Standard Exercise Staffing, see Figure (3) located on Page 24.

Funding Requirements

The National Strike Force Coordination Center (NSFCC) funds:

1. Travel and Per Diem for NSFCC members on the Exercise Development Team and Exercise Execution Team.
2. Shipping costs for Exercise Execution Support Equipment.

The Participating District Funds:

1. Rental costs for Play and Control Spaces, Player/Controller Training Spaces, and Debrief Space, if required.
2. Travel and Per Diem for supporting Coast Guard Players (eg: National Strike Force Spill Management Support/Exercise Controllers/Evaluators/Barcoding, Marine Safety Center Designer/Exercise Controller, National Pollution Funds Center Player/Controller, Maintenance Logistics Command Contracting Specialist Player/Controller, etc.).
3. Telephone line installation and service for use by players and control, if required. NSFCC requires 24 dedicated lines for the Control Space.
4. Equipment Deployment costs for any Coast Guard owned/contracted equipment.
5. Rental costs for a copier in the Control Space.
6. Rental of pipe and drape/partitions for the Control Space, if required.
7. Optional: travel and per diem for District PREP Coordinator to serve as an Evaluator or Controller at another PREP exercise to become familiar with PREP execution.

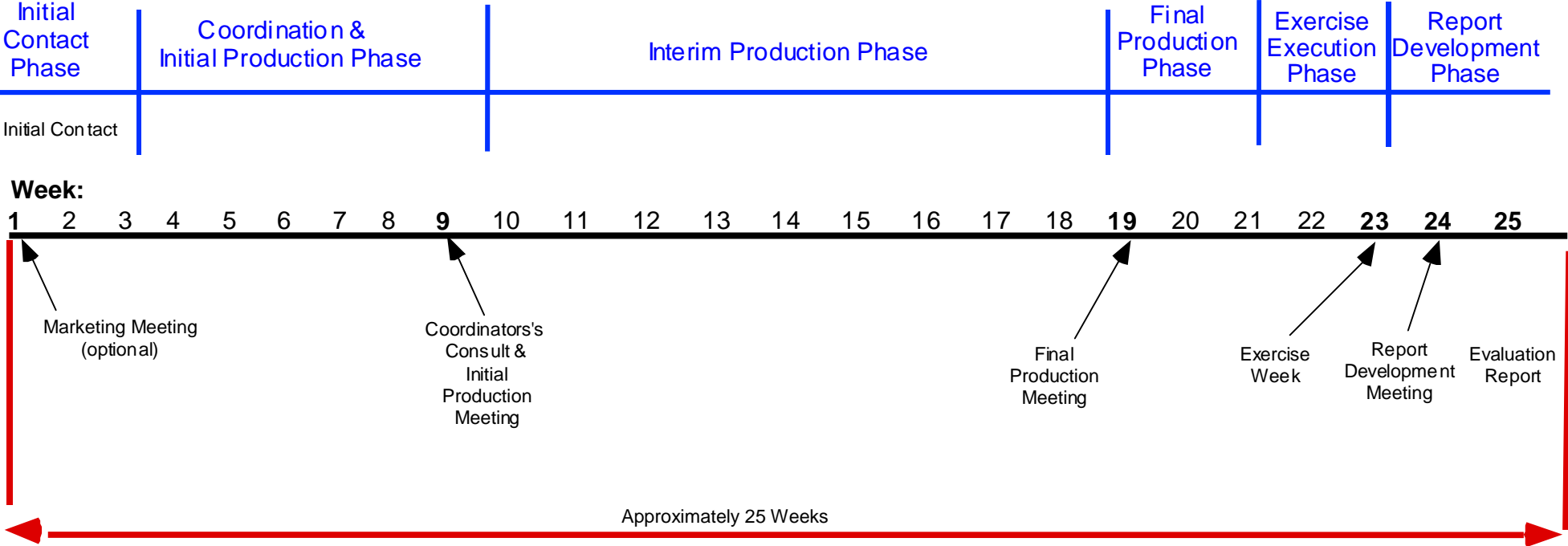
Control Space & Phone Requirements

The National Strike Force Coordination Center requires the following specifications for the Control Space.

Total of 2,000 square feet. Should be co-located within a five-minute walk of the Exercise Play space. The Team Leader will work with the district representative of the JDT during the exercise development phase to identify suitable spaces. We encourage the FOSC to setup the Incident Command Post in the spaces identified in their Area Contingency Plan, as long as they have adequate space for all members of the Unified Command and ICS personnel.

The Control Space needs 24 dedicated phone lines to terminate into a FJ21x punchblock with a prewired male telco connector. The NSFCC will supply their own phone system and phone sets to support exercise control communications.

Exercise Planning Cycle



Participant Responsibilities

District	Unit	NSFCC	State	Responsible Party
<ul style="list-style-type: none"> - Act as the Exercise Director. - Designate an Evaluation Director. - Provide a representative to the design team. - Act as a player and controller for District support elements. - Provide funding and logistics for: <ul style="list-style-type: none"> - control spaces - control telephones (30) - debrief spaces - Assist in identifying a Responsible Party - Identify what resources, if any will be deployed or utilized during the exercise. - Coordinate exercise observers. 	<ul style="list-style-type: none"> - Provide a representative to the design team. - Coordinate all production meetings. - Provide Logistics support for production meetings. - Arrange for State participation. - Identify what resources, if any will be deployed or utilized during the exercise. - Identify Responsible Party or Parties. - Identify Essential Community Players. - Assist in coordinating exercise observers. 	<ul style="list-style-type: none"> - Provide an Exercise Coordinator - Provide an Exercise Development Team - Facilitate all production meetings - Assist (if necessary) in identifying a Responsible Party - Assist in development of the evaluation process. - Provide assistance in identifying suitable role players - Include Essential Community in exercise play - Provide control staff for managing control spaces - Provide communications controllers. - Coordinate with design team SSC. 	<ul style="list-style-type: none"> - Provide a representative to the design team. - Attend all production meetings - Identify what resources the state will be using during the drill. - Identify what State Agencies will be playing in the exercise - Provide enough Evaluators for the exercise to adequately account for their issues. - Provide enough controllers to adequately staff the exercise. - Provide logistical support identified during the production meetings 	<ul style="list-style-type: none"> - Provide a representative to the design team. - Attend all production meetings - Identify what resources, if any will be deployed or utilized during the exercise. - Identify what resources will be used in the exercise - Provide enough Evaluators for the exercise to adequately account for their issues. - Provide enough controllers to adequately staff the exercise. - Provide an interface with Clean Up Contractors, OSROs, Cooperatives, etc., necessary for the design of the exercise - Provide logistical support identified during the production meetings
District	Unit	NSFCC	State	
Environ. Prot. Agency		<ul style="list-style-type: none"> - For a Government Led Area Exercise where EPA is the lead plan holder, they have these responsibilities. 		

Standard Exercise Staffing

Exercise Director
1

Exercise Director

NSFCC Positions
Optional Positions

Exercise Coordinator
2

Observer Liaison
3

Exercise Coordinator

Senior Controllers
6

Asst. Senior Controller
(District Rep)
7

Evaluation

Evaluation Director
4

Evaluation Assistant
5

Evaluation staffing varies from exercise to exercise depending on the scope and length of the exercise. Consult the Exercise Staffing Database for a complete listing of available positions.

Control

Input Supervisor
23

Standard Input Controller 24

- Citizen Input Controller(3) 25

Role Player Controller(PIAT) 26

Assistant Role Player
Controller
27

Truth Supervisor
8

Asst. Truth Supervisor
(Unit Rep)
9

Environmental Controller 14

Asst Environmental
Controller
15

Resource Controller 16

Asst. Resource Controller 17

Vessel Masters 10/11

Facility Controllers 12/13

Logistics/Support

Support Coordinator
18

Communications 19

Security
20

Transportation 21

Network 22

Field Control

Field Control varies from exercise to exercise depending upon the scope and length of the exercise. Consult the Exercise Staffing Database for a complete listing of available positions.

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Evaluation Process

